AFP
AUSTRALIAN FEDERAL POLICE

Leadership Development Committee
TERMS OF REFERENCE

PURPOSE

The AFP is committed to developing high performing leaders who embody the Core Values and professional behaviours of the AFP.

The Leadership Development Committee (the Committee) governs the AFP Leadership System, including providing advice on contemporary leadership frameworks and renowned practices which aid in developing high performing leaders, and delivering a modern policing agency.

The Committee is also responsible for attracting, recruiting, developing, deploying and retaining talented Executive Level and Senior Executive Staff (SES) employees - including:

- talent attraction, identification and management;
- professional development;
- internal and external mobility;
- succession planning; and
- advancement and engagement.

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MEMBERSHIP

Role	Position
Chair	Commissioner
Member	Deputy Commissioner Community Policing
Member	Deputy Commissioner Operations
Member	Deputy Commissioner Investigations
Member	Chief Operating Officer
Adviser	Chief Learning Officer
Adviser	Assistant Commissioner People and Culture Command

Senior Executives and other advisers are co-opted for items as required.

Secretariat support is a joint responsibility between Learning Command and People & Culture Command.

Members serve on boards and committees to consult, deliberate and make decisions and recommendations in the overall best interests of the AFP, and in accordance with Australian Government priorities and AFP policies. If a substantive conflict of duties or accountability arises, the member will raise the issue with the Chair for resolution.

DECISION MAKING

The Commissioner is accountable to the Minister and through the Minister to the Parliament for all aspects of the administration of the AFP. The Commissioner's responsibilities are prescribed in legislation, including the *Public Governance, Performance and Accountability Act 2013*, which identifies the Commissioner as the accountable authority of the organisation in relation to financial management matters, and the *Australian Federal Police Act 1979*, which identifies the Commissioner's position as Agency Head in relation to people management matters.

The Committee does not replace specific decision making responsibilities of the Commissioner.

When making decisions, Committee members must:

- Maintain an enterprise view to ensure equity, transparency and consistency of decision making is applied that conforms with AFP values, policies and standards.
- Maintain confidentiality, allowing the Committee to fully discuss and debate issues before making decisions.
- Support all decisions that are made collectively by members (within the AFP and publicly, as appropriate).
- Ensure the discussions by the Committee are designed to maximise the potential of all AFP leaders and are linked to current performance outcomes.
- Recognise the decisions of the Committee will need to accommodate changes in organisational context.
- Examine and manage Executive Level and SES vacancies at an organisational level whilst balancing an individual's development needs with any diversity and cultural needs of their people and work environment.

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ELEMENTS OF CORE BUSINESS FOR BOARD CONSIDERATION

The Committee will:

- Identify development options and career pathways to maximise the potential of our Executive Level and SES employees.
- Ensure a consistent, collegiate, consultative and coordinated approach in the movement of our Executive Level and SES employee.
- Identify optimal roles for each of our Executive Level and SES employees to enhance operational performance and outcomes of the AFP.
- Provide direction on leadership frameworks and initiatives relating to the effective development, management and development of AFP leaders.
- Monitor the relevancy and performance of the AFP Leadership System.
- Refer any performance management and/or behavioural matters onto the People and Culture Command for guidance and remedial action.

RELATIONSHIP TO OTHER BOARDS

The Committee will support the directions of the Commissioner and the Strategy and Performance Board by providing timely and contemporary advice on the AFP Leadership System, and making recommendations pertaining to the development and movement of our Executive Level and SES employees.

The decisions of the Committee and minutes of meetings (decisions and actions) are provided to members for information.

FREQUENCY OF MEETINGS

The Committee will meet bi-monthly. However, there may be occasions between Committee meetings where Executive Level and SES employee mobility matters are be dealt with out-of-session.

REVIEW

The Committee will review its Terms of Reference as part of evaluating its performance on an annual basis. The Committee may propose to amend its Terms of Reference at any time, and present revised Terms of Reference to the Commissioner's for endorsement.

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Endorsed by the Leadership Development Committee 16/02/2021

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